CLEVELATO CUBLIC LICRARY BUSINESS LT. TOTAL BUTTANT CORPORATION FILE

Annual Report

The

GRAND UNION

Company

1948

FISCAL YEAR ENDED FEBRUARY 26, 1949



The GRAND UNION Company

50 CHURCH STREET • NEW YORK, NEW YORK

Officers

LANSING P. SHIELD .									President
Hugh J. Davern									. Vice-President
JOHN K. DAVENPORT.									. Vice-President
GARLAND MILBURN .									. Vice-President
Louis C. Wadmond .									. Vice-President
THOMAS C. BUTLER .								Se	cretary-Treasurer

Directors

THOMAS C. BUTLER
JOHN K. DAVENPORT
HUGH J. DAVERN
LOUIS A. GREEN

IRVING KAHN
RAY MORRIS
JOHN E. RAASCH
THOMAS J. SHANAHAN

LANSING P. SHIELD

To Our Stockholders

The following announcement is being sent to all newspapers for release tomorrow:

"The Grand Union Company, which operates 293 super markets and food stores in the Middle Atlantic Area and 825 service routes in 36 states, reported for the 12 months ended February 26, 1949, total sales of \$116,069,097, highest volume in its 76-year history, and 16.3% above the previous year's sales record of \$99,818,829.

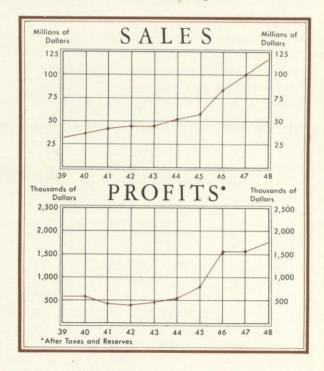
"Net profit for the year amounted to \$1,777,972, or \$3.55 a share on 500,555 outstanding shares of capital stock, compared with \$1,528,649, or \$3.05 a share on the same basis, for the preceding year.

"Inventories on hand at the end of the fiscal year totaled \$8,986,520, a decrease of more than one and a half million dollars under the previous year's total of \$10,562,700. The Company reported cash on hand of \$3,543,526 against \$3,008,127 a year ago and United States Government securities amounting to \$1,000,000 as compared with \$500,000. Current assets at the close of the year totalled \$14,386,591 and current liabilities \$4,952,897, compared with \$14,997,563 and \$5,504,823, respectively, a year ago."

Behind these brief paragraphs lies a story of progress made by your Company during the year just closed. In referring to Grand Union as "your" Company, I am mindful that we have many investors in Grand Union besides the 2,754 stockholders. Over five thousand employees, hundreds of thousands of customers who daily invest their money in return for merchandise, and thousands of suppliers and landlords . . . all have an important stake in the success of this organization. Through the teamwork of all these people and with the constructive counsel of the Company's directors, the management is endeavoring to render a real service to the community.

Regular quarterly dividends are now being paid at the annual rate of \$1.00 per share, and in addition a special stock dividend of 5% was declared by the directors on April 14, 1949. Working capital, in spite of the Company's broad expansion program, has remained virtually the same as a year ago. It has been the policy to limit expenditures for capital improvements to the amount available from profits after taxes and dividends.

In the chain store division, 17 new stores were opened and 8 stores completely remodeled during the past year. Grand Union's own Food-O-Mat, the modern grocery dispenser so helpful to customer and operator alike, has been installed in all these stores. The Company is now operating 46 Food-O-Mat stores. In addition, this fixture is being marketed to other chains and independents throughout the country by a subsidiary, the Food-O-Mat Corporation.



The past year has seen a substantial increase in the sales of the 825 service salesmen of the route division. Aggressive selling policies, a new personnel program, and a revised line of groceries and premiums, have resulted in sharply increased profits during the year.

(Continued on next page)

To Our Stockholders

(Continued from previous page)

Your Company's sales for the first six weeks of the new fiscal year beginning February 28th are 20% ahead of the same weeks of 1948. Five of our latest type super markets already have been opened, and current plans call for approximately 12 more of these markets during the current year. Our program of renovating old stores is being continued.

Not all the facts about the business are favorable. The breakeven point, as in so many companies, has been rising steadily as costs have increased. One of the important factors contributing to mounting operating costs is the payment of higher wages. This is not necessarily an unfavorable development in that it should result in greater employee productivity. The current trend in consumer purchasing power appears to be downward, resulting in an inherently unfavorable position for all business, including retail trade. In reducing inventories in relation to sales to an all-time low, management has been able to anticipate the otherwise unfavorable development of declining commodity prices. The Company thus is in a position to offset to a considerable degree some of the effects of any downward business trend. As competition becomes more acute, efforts must be directed toward improving the quality of services as well as increasing the quantity of services rendered.

In addition to investing your capital in this Company, you, as stockholders, can be helpful in another respect.... If you live within a reasonable distance of any of our markets or in an area served by one of the routes, you are undoubtedly a customer as well as a stockholder. This gives you an opportunity to get first-hand impressions of the business at the customer level. Will you please help make your Company stronger by giving us your impressions of the operation of the business, including any suggestions you may have regarding individual stores or service routes? Your criticisms will be taken in the same spirit in which they are given. A form for this purpose and a self-addressed envelope are enclosed. I shall consider it a privilege to go over each reply personally.

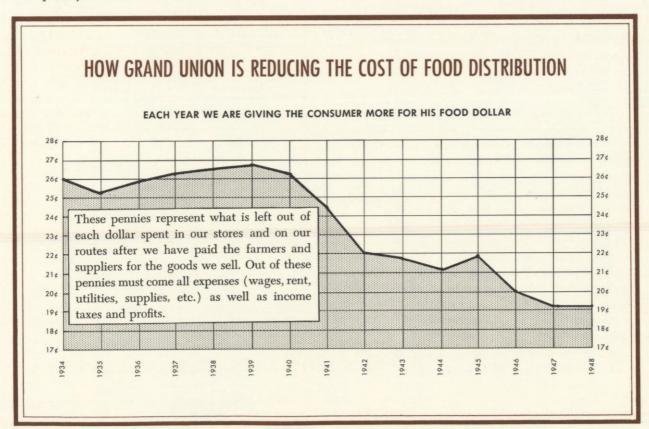
A message such as this is not complete without telling the stockholders that the satisfactory showing achieved during the year just concluded is largely the result of the extraordinary teamwork and cooperative effort shown by the entire organization at all levels.

The friendly support of the stockholders also is a source of great satisfaction and you may be sure that every effort will be made to continue to justify it.

LANSING P. SHIELD

President

April 28, 1949



Consolidated Statements of Income and Earned Surplus

for the fifty-two week periods ended February 26, 1949 and February 28, 1948

	Fifty-two Weeks Ended		
	Feb. 26, 1949	Feb. 28, 1948	
Sales	\$116,069,097	\$99,818,829	
Cost of sales (including depreciation of \$51,278 in 1949, \$44,332 in 1948)	93,630,112	80,638,509	
Gross profit	\$ 22,438,985	\$19,180,320	
Selling and general expenses:			
Selling expenses, salaries of salesmen, managers and superinten-			
dents, delivery, advertising and other expenses	\$ 15,650,242	\$13,564,446	
Rentals of retail outlets	1,028,619	895,245	
General and administrative expenses	1,378,776	1,120,798	
Provision for contributions under employees' retirement plan	175,000	155,000	
Allowances for doubtful accounts and premium merchandise ad-			
vanced to customers	120,223	99,502	
Taxes, other than federal income	546,022	451,550	
Depreciation of retail distribution equipment, etc	509,074	287,249	
	\$ 19,407,956	\$16,573,790	
	\$ 3,031,029	\$ 2,606,530	
Other income, including net gain on sales and retirements of fixed assets,			
\$75,667 in 1949, \$90,455 in 1948	122,815	117,794	
	3,153,844	2,724,324	
Other deductions, including interest expense	150,872	108,675	
Income before federal income taxes	3,002,972	2,615,649	
Provision for federal income taxes	1,225,000	1,087,000	
Net income	1,777,972	1,528,649	
Earned surplus, balance beginning of period	4,728,300	3,644,601	
	6,506,272	5,173,250	
Deduct:			
Cash dividends	486,650	444,950	
Amount transferred to capital stock (see balance sheet Note B) .	192,130		
Earned surplus since December 8, 1939, balance end of period (see balance sheet Note A)	\$ 5,827,492	\$ 4,728,300	

Auditors' Report

THE GRAND UNION COMPANY, NEW YORK, N.Y.

We have examined the consolidated balance sheets of The Grand Union Company and its Subsidiaries as of February 26, 1949 and February 28, 1948 and the related consolidated statements of income and earned surplus for the fifty-two week periods then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

considered necessary in the circumstances.

In our opinion, the accompanying balance sheets and related statements of income and earned surplus present fairly the consolidated financial position of The Grand Union Company and its subsidiaries at February 26, 1949 and February 28, 1948 and the consolidated results of their operations for the fifty-two week periods then ended, in conformity with generally accepted accounting principles applied on a consistent basis.

New York, April 18, 1949.

LYBRAND, ROSS BROS. & MONTGOMERY

The GRAND

and its Consolidated

February 26, 1949

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	Los	sets

February 26, 1949	February 28, 1948
\$ 3,543,526	\$ 3,008,127
1,000,000	500,000
856,545	926,736
7,927,828	9,435,487
1,058,692	1,127,213
14,386,591	14,997,563
205,499	94,696
4,094,661	3,106,370
910,852	615,717
462,624	506,400
1	1
\$20,060,228	\$19,320,747
	\$ 3,543,526 1,000,000 856,545 7,927,828 1,058,692 14,386,591 205,499 4,094,661 910,852 462,624

NOTES: (A) The Note of \$3,500,000 bears interest at 3\%% per annum, matures on December 1, 1962 and is subject to an annual prepayment requirement of \$250,000 commencing in 1952. Under certain conditions the note may be prepaid in whole or in part at the option of the company, with or without a premium, depending upon the circumstances.

The note agreement provides, among other things, that: (1) the company will not permit consolidated working capital at any time to be less than \$4,500,000, and (2) without consent of the holder of the note, the company will not pay or declare any dividend (except stock dividends) or acquire any of its outstanding stock (except to the extent offset by certain sales of its stock), if, by so doing, the aggregate of all such dividends and stock acquisitions declared or made after August 30, 1947, would exceed 75 per cent of

UNION Company

Subsidiaries Balance Sheets

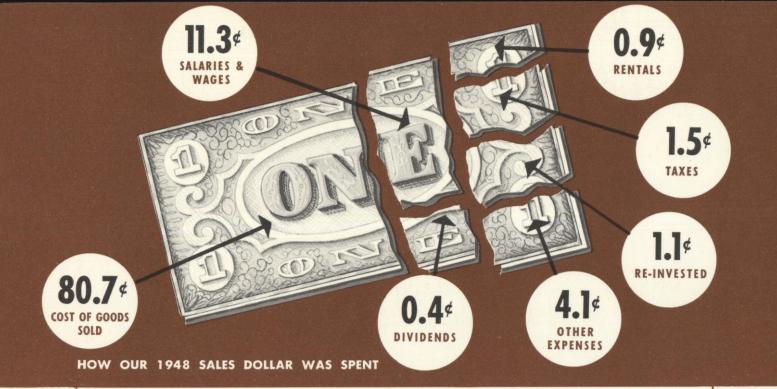
and February 28, 1948

Liabilities.

Current liabilities:	February 26, 1949	February 28, 1948
Bankers acceptances against coffee received under trust receipts	\$ 375,921	\$ 564,663
Accounts payable and accrued liabilities	3,183,996	3,753,746
Provision for federal taxes on income	1,392,980	1,186,414
Total current liabilities	4,952,897	5,504,823
Note payable (Note A)	3,500,000	3,500,000
Employees' fidelity deposits	184,066	191,237
Reserves:		
Contingencies	500,000	500,000
Unredeemed premium tickets	30,735	30,735
Self-insurance, fire	56,994	49,637
Contingent liability under letters of credit: February 26, 1949 \$31,000 February 28, 1948 None.	\$ 9,224,692	\$ 9,776,432
Capital (Note B):		
Capital stock:		
\$10 par value, authorized 900,000 shares, issued 501,162 shares	\$ 5,011,620	
No par value, authorized 400,000 shares, issued 222,738-12/15 shares		\$ 4,322,248
Capital surplus		497,242
Earned surplus since December 8, 1939, as annexed (Note A) $$. $$.	5,827,492	4,728,300
Less, Treasury stock at cost, 605-17/20 shares of \$10 par in 1949,	10,839,112	9,547,790
266-6/15 shares of no par in 1948	3,576	3,475
	10,835,536	9,544,315
	\$20,060,228	\$19,320,747

the net earnings after that date. At February 26, 1949, 75 per cent of the net earnings of the company since August 30, 1947 was approximately \$1,200,000 in excess of the aggregate of cash dividends and capital stock acquisitions since that date.

(B) On July 30, 1948 the authorized capital was reclassified and increased from 400,000 shares without par value to 900,000 shares of the par value of \$10 per share, and each of the 222,738-12/15 shares then issued and outstanding (including shares held in the treasury and shares represented by unexchanged certificates for old Preference and old Common stocks) was reclassified and changed into 2¼ shares of new \$10 par capital stock, with adjustment for resulting fractional shares. In connection with this change, the capital stock account was increased from \$4,322,248 to \$5,011,620 by transfers of \$497,242 from capital surplus and \$192,130 from earned surplus.



Simplified Statement of Income and Expenses for the fifty-two weeks ended February 26, 1949

Our customers paid us for merchandise	\$116,069,097
This merchandise cost us	93,630,112
Leaving a gross profit of	22,438,985
Which was used as follows:	
We paid to our employees in salaries and bonuses \$12,883,820	
We paid into our employees' retirement fund	
We paid to landlords for rentals	
We paid for various taxes, except federal income tax 546,022	
We paid out for other selling expenses, and for general and administrative expenses	19,436,013
This leaves us a profit of	3,002,972
We divided this profit as follows:	
To the Federal Government in income taxes	
To the stockholders in dividends	1,711,650
Which leaves	\$ 1,291,322

This \$1,291,322 has been retained in our business for purchasing new equipment, opening new stores and modernizing present stores.



"All in a Day's Work"

A Busy Marketing Day in a New Modern Grand Union Market

More than two million dollars . . . that's how much money will be rung up in one year on the cash registers of a new modern Grand Union super market such as is pictured on this and the following pages.

Enough groceries, meat, fresh fruits and vegetables, and household supplies are handled in such a market to more than satisfy the entire needs of a city of over ten thousand persons.

During the course of a year, in this one store nearly eight hundred tons of meat and poultry are cut and trimmed by the meat cutters... that represents some 1,200 steers, 750 calves, 4,000 lambs, six freight carloads of pork cuts and 40,000 chickens. Two thousand tons of fresh fruits and vegetables are selected by the customers every year from the gleaming white produce stands. Large modern trucks, making frequent deliveries during the week, bring in enough groceries in one year to fill two freight trains.

A modern super market such as this, with its over-all store manager, its department heads, and its seventy or more employees, is a complex merchandising organization which bears little resemblance to the one-man corner grocery store of yesterday. Here is the story of a busy marketing day in such a store . . . a day which will see more than five thousand customers making purchases ranging from a few cents all the way up to forty or fifty dollars.

Such a marketing day will start before dawn . . . when the produce truck delivers a trailer-load of garden fresh fruits and vegetables to the produce-delivery room in the back of the store. Several hours before the store opens, one of the produce salesmen

arrives to prepare his department so that the fresh fruits and vegetables rushed to the store during the night will be ready on display for the early morning customers.



In the days before the Food-O-Mat was installed in larger markets, it was frequently necessary to employ a night crew to load grocery shelving. This costly expense has now been eliminated . . . stockmen, working behind the Food-O-Mat, load the groceries throughout the working day without interfering with the customers or cluttering the aisles.

Shortly before the store opens for the day, the sales people, the checkers, and the various operating personnel report for work. Each has been assigned a private locker in the locker rooms. Except for the

(Continued on next page)



Every day a large fleet of trucks is loaded with groceries at each of Grand Union's three modern warehouses.



This truck is crossing the George Washington Bridge bound for one of the new super markets in New York City.



The groceries are loaded into Food-O-Mat quickly and efficiently by the stockmen who do their work without interfering with customers.



Space saved by the Food-O-Mat has allowed considerably wider aisles, extra departments, and more check-out space, making this store a better place to shop.

"All in a Day's Work"

(Continued from previous page)

produce men, there is no need for these to come before store hours since everything has been left immaculate and ready the night before.

When the doors are thrown open for business, already many customers have gathered outside, and the day's work begins. In the dairy cutting-room, twenty-three different varieties of cheese are cut into consumer sizes, weighed, priced, and wrapped in cellophane, ready to be placed in the open refrigerated self-service display cases in the dairy department, along with more than 100 other manufacturer-packaged cheese items. As the customers select their produce needs, in the produce work-room additional stocks of fruits and vegetables are washed, trimmed, and made ready for display. Stores are designed so that each of these departmental work-rooms is adjacent to the department itself, thereby saving store personnel many steps during the working day.

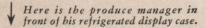
In the self-service meat department, expert meat cutters, working in air-conditioned cutting rooms and using the latest-type electric meat saws, electric slicers, and food choppers prepare tender cuts of top quality meats. Delivered to the wrapping room, these cuts are weighed and cellophane-wrapped in readiness for the self-service meat cases. Many years of experimentation have gone into the development of Grand Union's self-service meat departments, and there are now more than forty in operation. Exhaustive and continuing research has resulted in wrapping methods which assure a neat, attractive package produced at reasonable cost.

Customer acceptance of these self-service meat departments has been immediate. Sales increases resulting from the installation of these departments have been substantial. No longer must the customer wait for service from the butcher . . . she selects the size and variety she desires from the large stock always on display before her eyes. The price is plainly marked on each package . . . it is easy for her to keep within her meat budget.

In the loading aisles behind the Food-O-Mat, out of sight of the customers, the stockmen are loading the chutes as the customers select their wants from the attractive product presentation offered by the Food-O-Mat. In the wide, roomy aisles, typical of all Food-O-Mat stores, one will perhaps see a grocery man building a mass floor display of items being featured in the week's advertising.

In other parts of the store, activity is humming in the

Shopping the Food-O-Mat way is a pleasant experience for customers.







various departments as the day goes along: the bakery . . . the coffee bar...the toiletries and candy departments...the frozen foods cases . . . the housewares department, a new addition to Grand Union super markets which offers a wide variety of household items, appliances, and hardware, and which saves the housewife another stop on her shopping trip to town. Perhaps during the day a truckload of groceries arrives from the warehouse . . . the stockmen leave their regular duties and quickly and efficiently unload the truck by means of a system of roller conveyors which is installed in each new store. There is no back-breaking lifting here . . . the conveyors carry the cases direct from the truck to the storage room.

At the front of the store, the manager or head checker is keeping a close watch on traffic through the checking stands. Customers with five items or less go out through a special "Express Lane." As quickly as a line forms before the stands already being operated, still another stand is opened so as to insure speedy check-outs. The fact that all checkers have attended Grand Union's Training Center and have passed the operating tests means that delays in check-outs are cut to a minimum. Other employee training offered at the school include the important manager's course, as well as a prescribed course of study for produce men, meat cutters, dairy department heads, and bookkeepers.

In addition to the thorough training received at this Training Center, all these personnel working in their various capacities in this super market are enjoying many other benefits paid vacations, sick pay, hospitalization, a group life insurance plan which has been considerably liberalized and expanded this past year, and can look forward to retirement under the company's Retirement Plan.

As the busy marketing day in our modern super market goes along, the peak of the morning traffic is reached about eleven o'clock, while the peak of the whole day comes later in the afternoon. Meanwhile, the sales personnel take a rest period, one in the morning and one in the afternoon, as a lull appears and the department head can spare them. Before the store is closed for the night, each department is thoroughly cleaned and, as far as possible, prepared for the following day's business.

The customer, satisfied and pleased with the shopping conveniences, the low prices, and the top quality afforded by a Grand Union super market such as this, little realizes the complexities of its operation. This Grand Union market represents the most modern, up-to-date food store that exists in the industry today . . . continuing research, development, and study will bring even better markets tomorrow.

And here are the customers making their produce selections ... At the coffee bar, Grand Union's three distinctive blends of coffee are sold.





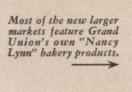
And finally, the customers go to the checking booths where their order is totaled by the friendly, courteous checkers.



own meat selections from the wide variety always on hand in the "Meateria."



In the air-conditioned meat wrapping room, assembly-linetechnique is used to cellophanewrap top quality meats.





Friday, 7:30 A.M.—A mild cloudy day: Objective—52 Regular customers to call on—25 miles to drive. Each salesman operates a sub-branch of his own with his garage or basement as the warehouse.



Some Grand Union customers live in industrial towns, some in suburbs and small communities, while others are in the countryside along or near the main highways.



Two baskets as a calling card—a ready smile—and a mental note that Mrs. Customer's records show that she must be just about out of Triple Duty Flakes, salt, Satin Creme Shampoo, peanut butter, and, of course—Silver or Flaroma Coffee.

BILL FLYNN

Grand

Bill Flynn, Route Salesman, Typifies 825 G.U. Salesmen

n Newburgh, N. Y., is one of the 51 route division branches operated by Grand Union to service customers in 36 states, from Minnesota to Texas, from Maine to Utah. Somewhat smaller than the average branch, Newburgh has 16 routes through New York, New Jersey, and Connecticut. Some branches have well over 20. Merchandise is shipped weekly from each branch to the route headquarters (called a subbranch) where the salesman keeps his truck and stores his products.

Bill Flynn, typifying Grand Union's 825 friendly home service salesmen, operates one of the routes of the Newburgh branch. Bill is 26, a high school graduate, belongs to the Y.M.C.A., and is a member of his local American Legion Post. He came to us just after Christmas, 1947, when he heard of an opening and applied to Ted Greenwood, Newburgh's District Manager. Bill joined the Grand Union family on January 10, 1948.

Bill, like other Grand Union salesmen, leaves home before 7:30 A.M., Monday through Friday, so that he can call on his first customer by eight o'clock. Although he will be in a different locality each day,



Good morning! Good afternoon! Same day, same hour, almost the same minute—every other week. "By the clock" schedules help the customer form the habit of expecting her salesman at about the same time every other week thus cutting down his "call-backs" on not-at-home customers.

Union Route Salesman, U.S.A.

Newburgh, N.Y., Serving 36 States

he will normally find his first call only a few miles from home. Ordinarily, he drives from 20 to 40 miles daily, calling on an average of 50 accounts. His 1948 half-ton panel truck, designed for economical and reliable operation, represents the latest in Grand Union's sturdy, attractive, completely modern postwar fleet.

As a Grand Union home service salesman, Bill is not just an order taker. What he does is deliver orders, sold two weeks before, and sell orders to be delivered on his next call which he will make two weeks later.

Since he cannot carry with him the more than 100 standard grocery items or the nearly 200 standard premiums the route division sells, he carries in addition to his grocery and premium (budget) baskets pictorial cards, as well as printed "Shopping Guides" which feature the standard items and specialties currently being offered.

Yes, Bill Flynn is a salesman... but he sells more than just quality grocery and premium merchandise. Bill sells Grand Union and its regular, prompt and friendly home service. Home again! A few minutes recapping of his day's collections, checking his next day's load, reading his mail, and another Grand Union salesman has finished another successful Grand Union day.



Fast-moving groceries, new and low stock items are pointed out. Together with the new premium and the specials, they go into the sales book so that the salesman will know how to order his next-week's load from the parent branch warehouse;





Salesman's work room is the customer's kitchen. Her order delivered, Mrs. Customer listens to why she should order a decorative, step-saving kitchen clock which she may use as she accumulates Advertising Credits toward ownership through cash purchases of grocery items.



Customers like to take advantage of "Specials," which are combination sales in which popular grocery products are featured together with some useful items such as aluminum cake molds, colanders, and other household articles at the lowest possible prices.

Grand Union Hits the Readlines.

throughout the United States. Grand Union was repeatedly mentioned on the air by feature articles about various phases of Grand Union operations, plans and policies. Two national magazines published feature stories. A new Grand Union store, featuring the Food-O-Mat, was part of a nationally-distributed film on "Free Enterprise.



What Grand

ont. For many years, Union does is news. The Grand Union story appears in print in all types of publications, and on the air hundreds of times each year.

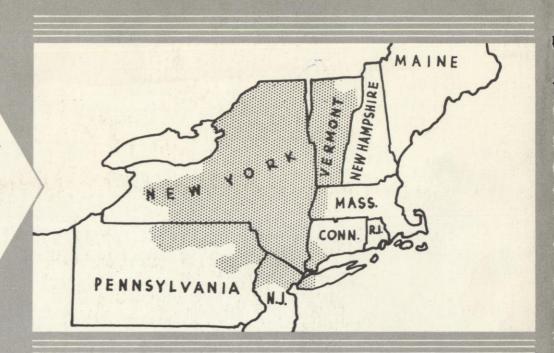
Getting Our Story Across to Our Customers...

Grand Union advertisements appear in 70 newspapers with a readership of over 2,500,000. They are designed to tell the Grand Union story in a sincere, interesting manner and to keep the public informed as to the most economical buys on the market. The low prices continually featured in these advertisements have brought thousands of new customers to Grand Union.



GRAND UNION

Territory Served by Stores and Super Markets



Route Division Branch Offices

